

MSCConsulting

G-CLOUD 14

SFIA RATE CARD

Skills For the Information Age (SFIA) Rate Card

	Strategy & architecture	Change & Transformation	Development & Implementation	Delivery & Operation	People & Skills	Relationships & Engagement
1. Follow	£500/day	£500/day	£500/day	£500/day	£500/day	£500/day
2. Assist	£600/day	£600/day	£600/day	£600/day	£600/day	£600/day
3. Apply	£700/day	£700/day	£700/day	£700/day	£700/day	£700/day
4. Enable	£800/day	£800/day	£800/day	£800/day	£800/day	£800/day
5. Ensure/Advise	£950/day	£950/day	£950/day	£950/day	£950/day	£950/day
6. Initiate/Influence	£1,300/day	£1,300/day	£1,300/day	£1,300/day	£1,300/day	£1,300/day
7. Set Strategy/Inspire/Mobilise	£1,750/day	£1,750/day	£1,750/day	£1,750/day	£1,750/day	£1,750/day

Standards for Consultancy Day Rate cards

- **Consultant's Working Day** – 8 hours exclusive of travel and lunch
- **Standard Working Week** – Monday to Friday excluding national holidays
- **Office Hours** - 9am to 5pm Monday to Friday
- **Travel and Subsistence** – Included within day rate within M25. Payable at department's standard T&S rates outside M25.
- **Mileage** – As for travel, mileage subsistence
- **Professional Indemnity Insurance** – included in day rate

Level definitions

	Autonomy	Influence	Complexity	Business skills	Knowledge
1. Follow	- Works under close direction. - Uses little discretion in attending to enquiries. - Is expected to seek guidance in unexpected situations.	- Minimal Influence. - May work alone or interact with immediate colleagues.	Performs routine activities in a structured environment. Requires assistance in resolving unexpected problems. Participates in the generation of new ideas.	- Has sufficient oral and written communication skills for effective engagement with immediate colleagues. - Uses basic systems and tools, applications and processes. - Demonstrates an organised approach to work. - Has basic digital skills to learn and use applications and tools for their role. - Learning and professional development — contributes to identifying own development opportunities. - Security, privacy and ethics — understands and complies with organisational standards	Has a basic generic knowledge appropriate to area of work. Applies newly acquired knowledge to develop new skills.

2. Assist	▪ Works under routine direction. ▪ Uses limited discretion in resolving issues or enquiries. ▪ Determines when to seek guidance in unexpected situations. ▪ Plans own work within short time horizons.	▪ Interacts with and may influence immediate colleagues. ▪ May have some external contact with customers, suppliers and partners. ▪ Aware of need to collaborate with team and represent users/customer needs..	▪ Performs a range of work activities in varied environments. ▪ May contribute to routine issue resolution. ▪ May apply creative thinking or suggest new ways to approach a task.	▪ Has sufficient oral and written communication skills for effective engagement with colleagues and internal users/ customers. ▪ Understands and uses appropriate methods, tools, applications and processes. ▪ Demonstrates a rational and organised approach to work. ▪ Has sufficient digital skills for their role. ▪ Learning and professional development — identifies and negotiates own development opportunities. ▪ Security, privacy and ethics — is fully aware of organisational standards. ▪ Uses appropriate working practices in own work.	▪ Has gained a basic domain knowledge. ▪ Demonstrates application of essential generic knowledge typically found in industry bodies of knowledge. ▪ Absorbs new information when it is presented systematically and applies it effectively
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3. Apply	- Works under general direction. - Receives specific direction, accepts guidance and has work reviewed at agreed milestones. - Uses discretion in identifying and responding to complex issues related to own assignments. - Determines when issues should be escalated to a higher level. - Plans and monitors own work (and that of others where applicable) competently within limited deadlines.	- Interacts with and influences colleagues. - May oversee others or make decisions which impact routine work assigned to individuals or stages of projects. - Has working level contact with customers, suppliers and partners. - Understands and collaborates on the analysis of user/customer needs and represents this in their work. - Contributes fully to the work of teams by appreciating how own role relates to other roles.	- Performs a range of work, sometimes complex and nonroutine, in a variety of environments. - Applies a methodical approach to routine and moderately complex issue definition and resolution. - Applies and contributes to creative thinking or finds new ways to complete tasks.	- Demonstrates effective oral and written communication skills when engaging on issues with colleagues, users/customers, suppliers and partners. - Understands and effectively applies appropriate methods, tools, applications and processes. - Demonstrates judgement and a systematic approach to work. - Effectively applies digital skills and explores these capabilities for their role. - Learning and professional development — takes the initiative to develop own knowledge and skills by identifying and negotiating appropriate development opportunities. - Security, privacy and ethics — demonstrates appropriate working practices and knowledge in non-routine work. - Appreciates how own role and others support appropriate working practices.	- Has sound generic, domain and specialist knowledge necessary to perform effectively in the organisation typically gained from recognised bodies of knowledge and organisational information. - Has an appreciation of the wider business context. - Demonstrates effective application and the ability to impart knowledge found in industry bodies of knowledge. - Absorbs new information and applies it effectively
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4. Enable	▪ Works under general direction within a clear framework of accountability. ▪ Exercises substantial personal responsibility and autonomy. ▪ Uses substantial discretion in identifying and responding to complex issues and assignments as they relate to the deliverable/scope of work. ▪ Escalates when issues fall outside their framework of accountability. ▪ Plans, schedules and monitors work to meet given objectives and processes to time and quality targets.	▪ Influences customers, suppliers and partners at account level. ▪ Makes decisions which influence the success of projects and team objectives. ▪ May have some responsibility for the work of others and for the allocation of resources. ▪ Engages with and contributes to the work of cross-functional teams to ensure that customers and user needs are being met throughout the deliverable/scope of work. ▪ Facilitates collaboration between stakeholders who share common objectives. ▪ Participates in external activities related to own specialism.	▪ Work includes a broad range of complex technical or professional activities, in a variety of contexts. Investigates, defines and resolves complex issues. ▪ Applies, facilitates and develops creative thinking concepts or finds innovative ways to approach a deliverable.	▪ Communicates fluently, orally and in writing, and can present complex information to both technical and non-technical audiences when engaging with colleagues, users/customers, suppliers and partners. ▪ Selects appropriately from, and assesses the impact of change to applicable standards, methods, tools, applications and processes relevant to own specialism. ▪ Demonstrates an awareness of risk and takes an analytical approach to work. ▪ Maximises the capabilities of applications for their role and evaluates and supports the use of new technologies and digital tools. ▪ Contributes specialist expertise to requirements definition in support of proposals. ▪ Shares knowledge and experience in own specialism to help others.	▪ Has a thorough understanding of recognised generic industry bodies of knowledge and specialist bodies of knowledge as necessary. ▪ Has gained a thorough knowledge of the domain of the organisation. ▪ Is able to apply the knowledge effectively in unfamiliar situations and actively maintains own knowledge and shares with others. ▪ Rapidly absorbs and critically assesses new information and applies it effectively
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				▪ Learning and professional development — maintains an awareness of developing practices and their application and takes responsibility for driving own development. ▪ Takes the initiative in identifying and negotiating their own and supporting team members' appropriate development opportunities. ▪ Contributes to the development of others. ▪ Security, privacy and ethics — fully understands the importance and application to own work and the operation of the organisation. ▪ Engages or works with specialists as necessary	
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5. Ensure or advise	▪ Works under broad direction. ▪ Work is often self-initiated. ▪ Is fully responsible for meeting allocated technical and/or group objectives. ▪ Analyses, designs, plans, executes and evaluates work to time, cost and quality targets. ▪ Establishes milestones and has a significant role in the assignment of tasks and/or responsibilities.	▪ Influences organisation, customers, suppliers, partners and peers on the contribution of own specialism. ▪ Makes decisions which impact the success of assigned work, i.e. results, deadlines and budget. ▪ Has significant influence over the allocation and management of resources appropriate to given assignments. ▪ Leads on user/customer and group collaboration throughout all stages of work. ▪ Ensures users' needs are met consistently through each work stage. ▪ Builds appropriate and effective business relationships across the organisation and with customers, suppliers and partners. ▪ Creates and supports collaborative ways of working across group/area of responsibility.	▪ Implements and executes policies aligned to strategic plans. ▪ Performs an extensive range and variety of complex technical and/or professional work activities. ▪ Undertakes work which requires the application of fundamental principles in a wide and often unpredictable range of contexts. ▪ Engages and coordinates with subject matter experts to resolve complex issues as they relate to customer/organisational requirements. ▪ Understands the relationships between own specialism and customer/organisational requirements.	▪ Demonstrates leadership in operational management. ▪ Analyses requirements and advises on scope and options for continual operational improvement. ▪ Assesses and evaluates risk. ▪ Takes all requirements into account when making proposals. ▪ Shares own knowledge and experience and encourages learning and growth. ▪ Advises on available standards, methods, tools, applications and processes relevant to group specialism(s) and can make appropriate choices from alternatives. ▪ Understands and evaluates the organisational impact of new technologies and digital services. ▪ Creatively applies innovative thinking and design practices in identifying solutions that will deliver value for the benefit of the customer/stakeholder.	▪ Is fully familiar with recognised industry bodies of knowledge both generic and specific, and knowledge of the business, suppliers, partners, competitors and clients. ▪ Develops a wider breadth of knowledge across the industry or business. ▪ Applies knowledge to help to define the standards which others will apply
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		Facilitates collaboration between stakeholders who have diverse objectives.		- Clearly demonstrates impactful communication skills (oral, written and presentation) in both formal and informal settings, articulating complex ideas to broad audiences. - Learning and professional development — takes initiative to advance own skills and identify and manage development opportunities in area of responsibility. - Security, privacy and ethics — proactively contributes to the implementation of appropriate working practice and culture.	
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6. Initiate or influence	- Has defined authority and accountability for actions and decisions within a significant area of work, including technical, financial and quality aspects. - Establishes organisational objectives and assigns responsibilities.	- Influences policy and strategy formation. - Initiates influential relationships with internal and external customers, suppliers and partners at senior management level, including industry leaders. - Leads on collaboration with a diverse range of stakeholders across competing objectives within the organisation. - Makes decisions which impact the achievement of organisational objectives and financial performance.	- Contributes to the development and implementation of policy and strategy. - Performs highly complex work activities covering technical, financial and quality aspects. - Has deep expertise in own specialism(s) and an understanding of its impact on the broader business and wider customer/organisation.	- Demonstrates leadership in organisational management. - Understands and communicates industry developments, and the role and impact of technology. - Manages and mitigates organisational risk. - Balances the requirements of proposals with the broader needs of the organisation. - Promotes a learning and growth culture in their area of accountability. - Leads on compliance with relevant legislation and the need for services, products and working practices to provide equal access and equal opportunity to people with diverse abilities. - Identifies and endorses opportunities to adopt new technologies and digital services. - Creatively applies a wide range of innovative and/or management	- Has developed business knowledge of the activities and practices of own organisation and those of suppliers, partners, competitors and clients. - Promotes the application of generic and specific bodies of knowledge in own organisation. - Develops executive leadership skills and broadens and deepens their industry or business knowledge.
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				principles to realise business benefits aligned to the organisational strategy. ▪ Communicates authoritatively at all levels across the organisation to both technical and non-technical audiences articulating business objectives. ▪ Learning and professional development — takes the initiative to advance own skills and leads the development of skills required in their area of accountability. ▪ Security, privacy and ethics — takes a leading role in promoting and ensuring appropriate working practices and culture throughout own area of accountability and collectively in the organisation.	
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7. Set strategy, inspire, mobilise	- At the highest organisational level, has authority over all aspects of a significant area of work, including policy formation and application. - Is fully accountable for actions taken and decisions made, both by self and others to whom responsibilities have been assigned.	- Inspires the organisation, and influences developments within the industry at the highest levels. - Makes decisions critical to organisational success. - Develops long-term strategic relationships with customers, partners, industry leaders and government. - Collaborates with leadership stakeholders ensuring alignment to corporate vision and strategy.	- Applies the highest level of leadership to the formulation and implementation of strategy. - Performs extensive strategic leadership in delivering business value through vision, governance and executive management. - Has a deep understanding of the industry and the implications of emerging technologies for the wider business environment.	- Has a full range of strategic management and leadership skills. - Communicates the potential impact of emerging practices and technologies on organisations and individuals and assesses the risks of using or not using such practices and technologies. - Establishes governance to address business risk. - Ensures proposals align with the strategic direction of the organisation. - Fosters a learning and growth culture across the organisation. - Assess the impact of legislation and actively promotes compliance and inclusivity. - Advances the knowledge and/or exploitation of technology within one or more organisations. - Champions creativity and innovation in driving strategy development to enable business opportunities. - Communicates persuasively and convincingly across	- Has established a broad and deep business knowledge including the activities and practices of own organisation and a broad knowledge of those of suppliers, partners, competitors and clients. - Fosters a culture to encourage the strategic application of generic and specific bodies of knowledge within their own area of influence.
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				own organisation, industry and government to audiences at all levels. ▪ Learning and professional development — ensures that the organisation develops and mobilises the full range of required skills and capabilities. ▪ Security, privacy and ethics — provides clear direction and strategic leadership for the implementation of working practices and culture throughout the organisation.	
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